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MEMORANDUM FOR: Gary

Here is the tape & transcription of the awards ceremony in CIA Auditorium on 16 Jan 81.

The tape from the farewell reception in the cafeteria on 19 Jan 81 should be transcribed sometime next week and will be forwarded to you.

STAT. According to , Admiral Turner had asked to have the speeches from these two events.

Mary

Date 30 Jan 81

AWARDS PRESENTATIONS

16 January 1981

MR. LESLIE DIRKS: Thank you very much Harry. Mrs. Turner, Admiral Turner, I'm pleased to represent my associates, the Deputy Directors, and the Agency at large in this presentation. It is well deserved; you've done a great job over a long period of time and sometimes under some very difficult circumstances. I would just like to mention a few of the items which came to mind as I thought about this presentation as kind of highlights of those four years.

First of all, you joined the Agency in 1977 in a time of change. Much was going on. There was much turmoil in the outside world and much of that had reflected into the internal world that you became the Director of. Times of change, or times of risk and opportunity and challenge, all of that was what faced you almost four years ago from this time. At the same time, the President charged you with doing two things. In a way they are potentially contradictory things. First of all, controlling the Agency; and second of all, improving intelligence. Those two things can be compatible or can be incompatible, those two challenges, depending upon how they are handled and that was the challenge that you personally faced in walking the tightrope between insuring an Intelligence Community and a CIA in particular which was consistent with the President's desires and desires of Congress and the public at large but being sure that the best possible intelligence was produced at the same time. That was a heavy challenge indeed. But you got immediate help because then we had 12036 and you spent was it the first three or almost four months as I recall of your tenure here hammering out--I think that is the right term to use--12036. Names such as Tony Lapham and spring to mind. Indeed, in due course a structure was hammered out--skeletal framework is what springs to mind more precisely--and you were left with the job then of putting the meat on the bones in defining the sterile words in

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practical terms evolving the intent of the 12036 structure through the first DCI to be challenged with this implementation. Indeed that consumed much time and energy initially and set the course in many important ways. But at the same time, throughout that process there was a strong perception from us here at CIA that you were a strong supporter of CIA and indeed that has been the case through the entire four years of your tenure. You have been staunch when you had to be; you stood tall when you had to; and you have been effective when you must both in supporting the Agency in the bureaucratic process, in the Congressional process, and to the Community at large--the U.S. community at large I mean. That we all are grateful for and you did well at that.

SALT II, also, picking things not quite at random but as another item that comes to mind, and indeed the handling of SALT II--your handling of SALT II--was exemplar. You were required to walk the narrow road between I was going to say the right and the left--that's probably the wrong analogy--but indeed a straight road with a sharp eye on the facts as you saw them and indeed balancing pressures that you felt from many sides to lean one way or another to serve parochial purposes of vested interests of a variety of sorts. And indeed you did just that. You walked a firm path, a clear path, a path supported by the facts and supported by all the final conclusions that came from the best analysis that was available. And that you will be remembered for, I am positive about that.

You will be remembered also for your commitment to the improvement of analysis. There was a bit of puzzlement at first, I recollect, when you decided or proceeded or whatever to draw together analysts and managers at all levels and engage in a dialogue. What were the conclusions? How did you come to those conclusions? Why? Why? Why? There was a bit of puzzlement in those initial days, I am told, but I am also told that that puzzlement quickly gave way to

a sense of enthusiasm and vitality and your personal interest was communicated quite directly down through the ranks.--your personal interest in analysis, in the facts, and in improving the process and indeed you have left an imprint there as well, Stan, there is no question about that.

You also had a strong interest in personnel, the development of the personnel system, fairness, equity, and long-range planning--longer range interests of the Agency, the longer range personnel needs of the Agency have been the keynotes as we have understood them of your thinking on all of these personnel issues. And indeed I think at this point, although there has been some contention and some debate shall we say in the process, everybody would agree that your basic principles, the guiding lights that you were aiming at continuously, were correct and that we have made substantial progress in the directions we should be moving in our personnel processes.

The other challenge, or another challenge--there are many of course--is the public awareness and understanding issue. Intelligence was thrust into the spotlight quite roughly, quite rudely, suddenly. It took a long time to accommodate to that--we never did probably--but nonetheless the importance of evolving public understanding and sympathy with intelligence was a key driving force that underlaid much of what you did when you were DCI. That was constructive in my judgment and I think others as well. Intelligence had to come out from under the bushel and it had to be perceived as the useful, essential element in the governmental national security process and I think we are now in a more improved situation in that regard than we were just four years ago.

You have also had a strong interest in operations, both human operations, human sources and technical operations and indeed your energy has been evident in those areas as well as in some of the analytical interactions which I alluded

to earlier. You will be remembered, as a matter of fact, for your boundless energy. I am positive you will be remembered for that. You are one of the most energetic people I have ever had the pleasure of working with and I have worked with a number of energetic people. You will be remembered also for your incisive intellect, your desire to engage in debate, and your ability to carry the debate forward in the best sense of that term. You will also be remembered for your uncompromising dedication to the country and the excellence of intelligence in support of the objectives and survival of our country.

As has been known for hundreds of years perhaps, maybe longer--I meant to look up my reference books and did not do that--but in any case for hundreds of years the best of steel needs a hot furnace and a heavy hammer and an anvil to forge. We have strived to serve you, provide you with a dedicated support, and we trust that you appreciated our honest and sometimes contentious dialogue on critical issues in which we have engaged you. I think that dialogue has been essential, I think that dialogue we all would have been the worse for not engaging in and you in particular, Stan, but we hope you have taken it all in the appropriate light. As you leave the Agency, you can take with you the gratification of knowing that your personal contributions will be lasting and that the Agency and intelligence at large has greatly benefitted from your tenure as DCI.

Pat, we wish you as well the best in the future. It has been our pleasure to have known you during this period of time and we thank you very much for the strong support you have given Stan during his tenure as DCI. We wish you both happiness, a challenging and rewarding future.

(Presentation of award and reading of citation)

ADMIRAL TURNER: Thank you Les, thank you all. Since I am the only one who can sign for a Distinguished Intelligence Medal, I assume OTS has had a hand in this thing.

I now want to award two Distinguished Intelligence Medals--two in which I have a very deep personal commitment. First, because I know they are absolutely deserved, and second, because I and I believe you have a great debt to these two magnificent intelligence officers.

Those of you who frequent Frank's office know that his walls are adorned with honors from Presidents, from Secretaries, from all kinds of high Government officials. There is little we can add to his honors today, but you and I would not want his three years of magnificent service here to go without the recognition that it so justly deserves. The steady hand, the keen insight into how to get from a to b even though it happened to go through c, d and e perhaps to do it; the intellectual breadth and the depth of experience across so many facets of our Government brought a dimension to the DDCI's role here that has never before in my understanding been exercised. Without his help, without his tremendous capacity to take an almost infinite amount of things I would red pencil and shovel out I could never have survived no matter how much energy I tried to demonstrate. My lifesaver for these three years that we have served together, a man for whom I have the most profound respect and for whom you and I now in honoring him here must wish him well as he goes on to an even more important task in serving our Government and one in which I am utterly confident he will distinguish himself even further.

(Presentation of DIM to Mr. Carlucci and reading of citation)

ADMIRAL TURNER: John McMahon, would you step forward please. The second award I would like with great depth of personal feeling to present for the last three years of absolutely superb leadership is to John McMahon. I sincerely believe that had it not been for John's strong hand, his strong hand of advocacy for the DDO, his strong hand of direction, his keen sense of where initiative and innovation was needed and where continuity and tradition were best, but most of all for his loyalty to me, to our Agency, to our country. He has made the DDO stronger. He has made the Agency stronger. We all owe him a tremendous debt of gratitude. He is as fine an intelligence professional as the Central Intelligence Agency has produced in its entire history. This is a most deserved award.

(Presentation of DIM to Mr. McMahon and reading of citation)

ADMIRAL TURNER: As Harry foreshadowed, we now move to something entirely new for our Agency, the award of Distinguished and Meritorious Stipends, something along with the bonus structure in the Senior Intelligence Service which I believe is a major step forward in the governmental process of the United States. Something that is a common tool of American business and the whole free enterprise system of our country and which has now on a small scale but a very important one been interjected into the managerial tools of the Government of our country. I am very grateful that I was able to be here for this first cycle which I believe has been successful. It puts responsibility on the managers but it gives reward where it belongs. If I can preach to you I would say please proceed immediately with the merit pay system on down through the lowest ranks of the professionals and you can do it under the Director's authorities without taking anything away

from anybody. But make our people accept the challenge of the free enterprise system reward by their performance. I am very delighted today to make these presentations for what has been truly superb performance.

(Presentation of certificates)

ADMIRAL TURNER: And now we move to our semiannual promotion cycle into the Senior Intelligence Service. Many of you have heard me before in saying how important I believe this step is for those who are first entering the Senior Intelligence Service today. I say to you who are those moving from GS-15 upward that this is the break point at which you join the ranks of top management and you must ensure that you recognize that you are representing the Central Intelligence Agency in all you do and say. You continue to represent your office, your directorate, but you also must temper your judgments, your decisions with what is best for the Agency as a whole. Those of you who do that and do that well will be destined for higher and higher responsibilities in the Senior Intelligence Service. I wish you well; I congratulate you. Those of you who are moving upward within the Senior Intelligence Service are obviously meeting those standards and I thank you for the performance you have given that has deserved for you this recognition today.

(Presentation of certificates)

ADMIRAL TURNER: I hope all of this attention on awards is encouraging you to focus on accomplishments, not the accomplishments of those who have been honored today but the accomplishments of the Agency for which you, its top leadership, are responsible and deserve the credit. I hope you appreciate when thinking of our accomplishments of the past five or six years the magnitude of change, of seminal change, that has taken place in our wonderful organization due to your adaptability. The adaptation to the oversight process is, of course, the most poignant of all and it has truly been a very dramatic and important phase of the Agency's life. I remember four years ago of my first presentation of an Agency budget to the Congress and how different that is today thanks to Jim Taylor, thanks to Maury Lipton and many others. Think of the changes we have made in how we clear our clandestine collection, our covert action; how the Congress, the White House, the IOB and to some extent even the public oversee our activities. It has required patience, persistence on your part and what we have done is in effect take a secret intelligence service and subordinate it to the democratic principles of our free society more than has ever been attempted before. It has been an experiment but I believe it has been a successful one. A few weeks ago as we looked towards the change of Administration I asked to have a list made up of what changes in the oversight process we feel we would like to have made so that we could do our job better. It is very interesting to see that list. It's neither long nor is it very important. The items are things we do want changed but they are relatively minor. When we look at that and contrast it with the benefits that the oversight process has given us, it is revealing. The support that we have today on Capitol Hill because there are a group of Senators and a group of Congressmen who understand us, who have probed and probed and

found that we do an honorable, respectable and very creditable job, that is why we got three important pieces of legislation through last October to help us, thanks in large measure to Fred Hitz and his people and the tremendous job they have done on the Hill in recent years. I am pleased to tell you that just yesterday I had occasion to speak to the President-Elect about the two remaining pieces of legislation that we want. I believe we will have his full support and I predict that Fred and you will carry those pieces through this next Congress. But remember that all five of these pieces of legislation concern secrecy, not unleashing. That is indeed what we need most--ability to keep our secrets. I would suggest you should take pride in what you have done in the past years to reinvigorate the sense of security consciousness within our own organization. A consciousness that is utterly essential to our profession and one which is much stronger today than it was just a few years ago. Closely related to it, thanks to I believe our counterintelligence is immeasurably stronger today than it was six years ago. In particular, we have the closest of teamwork with our co-agency, the Federal Bureau of Investigation. This country cannot remain secure in a counterintelligence sense without close teamwork and the fact that that was once let to degenerate is unconscionable and can do irreparable harm to our country. The closeness of that teamwork today is one of our greatest accomplishments in recent years. You, too, recognize so well how much more support we have from the American public today and I believe under Herb Hetu's direction we have over time found the appropriate balance in our relationship with the American public. Giving enough of the evidence of what we do and do so well but holding back and clamming up when it comes to how we do it and how we get it.

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I think you should take pride in not only these improved external relationships but what we have done internally as well. We have gone, if you think about it, from a largely compartmented vertical management decisionmaking structure to a horizontal corporate structure in which the major decisions of this organization are vetted through the Executive Committee and all directorates, all independent offices have their shot at it. This has been essential to us. You cannot live in a goldfish bowl of oversight and not be sure that you are coordinated well and speaking with one voice to the overseers. You cannot live in the increasingly interrelated world of technical collection and human collection and the relationships also between the collectors and the analysts unless you work together as a team. Les referred to our improvements in the personnel field. Harry Fitzwater is doing a splendid job there in helping our employees understand the visibility, the equity and the deep personal interest that our personnel management system takes in each employee and in seeing to it that his or her talents are going to be utilized to the very best, to the very maximum that they can produce for us and our country. Take pride also in the continuing record of outstanding innovation in the technical intelligence field. Les, it was four years less a couple of days from today that we went into operation with a startlingly new innovated technical/system^{collection} thought up by you, by this Agency and its DDS&T people--a system which today we think we can't live without, a system that parallels the U-2, the first satellites in its imaginative conception, in its great contribution to our country. And under Barry's leadership the improvements in the OSO-NSA relationship and capabilities has been absolutely astounding in these last two years. The ability for that teamwork to take place on behalf of the country is a really innovative, important step forward. Let us not overlook what I have mentioned before--the considerable improvements in

human intelligence under John McMahon. Improvements because we have more agents around the world today, case officers in more countries, more human intelligence reports of higher quality flowing in in 1980 than we have ever had before and more imaginative application of our human intelligence capabilities. But all these external relationships, all these internal management changes, all these improvements in collection would be of no avail if we didn't produce. I want to emphasize how proud you deserve to be of the improvements in analysis, in production. We get beaten over the head in the press, a press that doesn't know so much of what we do so well. Maurice Ernst and his OER team with their energy forecasts over these last four years have profoundly affected an important national debate in our country. A few years ago we produced the finest estimate on Soviet intentions that the Agency has ever done. The only estimate I know of which every member of the National Security Council read and referenced by paragraph number in a National Security Council debate. Truly the right end product of our efforts. Just recently we produced an imaginative new approach to an estimate on Mexico that is recognized as a landmark of analysis, and for the last three years we have done an innovative and far more illuminating analysis of the strategic nuclear equation than has ever been done before. These contributions originally under Bob Bowie's imaginative direction and carried on so ably by Bruce Clarke, Evan Hineman are record of willingness to look forward to try new methodologies, to try new techniques, to try new coordination procedures of which we can all be proud. I want to emphasize that your satisfaction in what we have done should derive from the fact that you have been able to adapt, to be imaginative, to be innovative, to change with the demanding changes that have been set upon us from the outside and those that come from the changing nature of the profession from the inside.

I thank you for the privilege of having worked with you on this and for the support that you have given to me. I pledge to you and to my successor my continuing support in any way I can offer it in the years ahead. But I admonish you in closing that the challenges which lie ahead of you are probably greater than those we have just conquered. I believe that these changes that we have so successfully made in the past five or six years were almost forced upon us from events on the outside. I believe that you will have to face even greater change and adaptability in the future but that it will be largely up to you to discern the need for that change, to discern what we can produce best for our country and where the trends and where the areas of importance are going to be and what we have to do today in developing analytic talent, in refining technical systems to be prepared for tomorrow. I leave you with that challenge. Be proud of your record of innovativeness, imagination and adaptability but do not rest on your laurels. The future security of our country depends upon your responding equally imaginatively with equal openness to change, to adaptation in the future. You can do it. You must do it. God bless you.